Royal Canadian Mounted Police | Gendarmerie royale du Canada

Royal Canadian Mounted Police
Departmental Performance Report
2010-11

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety Canada

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MINISTER'S MESSAGE

As Minister of Public Safety Canada, I am pleased to present to Parliament the Royal Canadian Mounted Police's (RCMP) *Departmental Performance Report* (DPR) for the period ending March 31, 2011.

Charged with a complex and multi-faceted mandate, the RCMP tackles crime at the municipal, provincial/territorial, federal and international levels, provides integrated approaches to safety and security and ensures a federal presence from coast to coast to coast. Its mandate is, without question, an integral part of the government's commitment to ensuring a safe and secure Canada.

Throughout the 2010-11 fiscal year, the RCMP achieved a number of successes aligned with government priorities and in pursuit of its strategic goal, to provide safe homes and safe communities. These successes include the exceptional leadership and coordination of partnerships to secure public safety at major events such as the Vancouver 2010 Olympic and Paralympic Winter Games and the G8 and G20 Leaders Summits.

In fulfillment of its international responsibilities, following the January 2010 earthquake in Haiti in which two RCMP members lost their lives, the entire Canadian police contingent demonstrated extraordinary bravery and resilience, rescuing victims from crumbling buildings, providing first aid to the injured, helping deliver humanitarian aid and providing security in the ravaged streets of Port-au-Prince. The RCMP has also been instrumental in helping to establish law and order and community policing services in developing countries.

The RCMP continues to respond to the diverse demands of today's global realities by implementing advanced alternative policing models, by improving information management technology, and by refining its systems-based approach to forensic investigations. These and other initiatives will contribute to the RCMP's progress in achieving its vision for change for the Force to be an *adaptive, accountable, trusted organization of fully engaged employees, demonstrating outstanding leadership and providing world-class police services.*

In moving forward, the organization will continue to deliver enhanced police services by being open and accountable with the public and by fostering constructive and collaborative relationships with partner agencies and stakeholder groups.

By reading this report, Canadians will see for themselves the value that the RCMP contributes to Canada's public safety.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety Canada

SECTION I: ORGANIZATIONAL OVERVIEW

Raison d'être

Originating as the North-West Mounted Police in 1873, the Royal Canadian Mounted Police (RCMP) was formally created upon merging with the Dominion Police in 1919. Building on its strong legacy, the RCMP has grown to an organization of some 30,000 employees, delivering leading-edge policing across Canada and around the world.

As Canada's national police force, the RCMP is a critical element of the Government of Canada's commitment to providing for the safety and security of Canadians. By tackling crime at the municipal, provincial/territorial, federal and international levels, the RCMP provides integrated approaches to safety and security and a consistent federal role and presence from coast to coast to coast. The RCMP enforces federal laws across the country and provides police services under the terms of policing agreements to all provinces (except Ontario and Quebec), Yukon, the Northwest Territories and Nunavut, and under separate municipal policing agreements to approximately 200 municipalities.

Responsibilities

The RCMP's mandate, as outlined in section 18 of the *Royal Canadian Mounted Police Act*, is multi-faceted. It includes: preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; ensuring the safety of state officials, visiting dignitaries and foreign missions; and providing vital operational support services to other police and law enforcement agencies within Canada and abroad. The RCMP is arguably one of the most complex policing organizations in the world.

Organizational Priorities

Priority Status Legend [1]

Exceeded: More than 100 percent of the expected level of performance for the priority identified in the corresponding Report on Plans and Priorities (RPP) was achieved during the fiscal year.

Met All: 100 percent of the expected level of performance for the priority identified in the corresponding RPP was achieved during the fiscal year.

Mostly Met: 80 to 99 percent of the expected level of performance for the priority identified in the corresponding RPP was achieved during the fiscal year.

Somewhat Met: 60 to 79 percent of the expected level of performance for the priority identified in the corresponding RPP was achieved during the fiscal year.

Not Met: Less than 60 percent of the expected level of performance for the priority identified in the corresponding RPP was achieved during the fiscal year.

The Senior Executive Committee of the RCMP establishes the national strategic priorities for the organization. These priorities are either re-validated or modified annually after close examination of national and global trends, performance information and intelligence collected from the operational front-lines.

Priority:	**Type:** [2]	**Strategic Outcomes:**
Contribute to safer and healthier Aboriginal communities	Ongoing	• Quality Contract Policing • Quality Policing Support Services • Minimized Risk of Firearms
Status: Somewhat met		
• Percentage of Canadians (who self-identify as Aboriginal) who agree that the RCMP plays a valuable role in safer and healthier Aboriginal communities • Target: 72% [3]; Achieved: 73%		
• Percentage of Aboriginal community leaders who agree that the RCMP is fulfilling its strategic priority of contributing to safer and healthier Aboriginal communities • Target: 82%; Achieved: 58%		

[1] Performance trend information on the RCMP Strategic Priorities and Strategic Outcomes over the past four years is available in the supplementary tables on the RCMP website at http://www.rcmp-grc.gc.ca/dpr-rmr/index-eng.htm.
[2] Type is defined as follows: **Previously committed to** – committed to in the first or second fiscal year before the subject year of the report; **Ongoing** – committed to at least three fiscal years before the subject year of the report; and **New** – newly committed to in the reporting year of the DPR.
[3] Target represents an increase of 14% over the previous year's results of 58%.

Strategic Outcomes and Program Activity Architecture (PAA)

SAFE HOMES AND SAFE COMMUNITIES

OUTCOMES: contributions to...	STRATEGIC OUTCOME – Quality Federal Policing – ensure the safety and security of Canadians and their institutions, domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation, and enforcement of the law against terrorists, organized criminals and other criminal activity *key results* – reduced impact of organized crime; reduced threat of terrorists; safe and secure society and economy	STRATEGIC OUTCOME – Quality Contract Policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation *key results* – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier Aboriginal communities	STRATEGIC OUTCOME – Quality Policing Support Services – support Canadian policing investigation and enforcement organizations with critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive intelligence-based policing services and programs *key results* – leading edge policing and security technology; comprehensive, real-time intelligence and threat assessments; increased efficiency and effectiveness of policing; timely and high quality scientific tools, techniques and information management technology; high quality learning and training opportunities and support	STRATEGIC OUTCOME – Grants & Contributions: Payments applicable to all Activities	STRATEGIC OUTCOME – The risks to public safety from firearms in Canada and international communities are minimized	STRATEGIC PRIORITIES Organized Crime Terrorism Aboriginal Communities Youth Economic Integrity
Program Activities	**1 Federal and International Operations**	**2 Protective Policing Services**	**3 Community, Contract and Aboriginal Policing**	**4 Criminal Intelligence Operations**	**5 Technical Policing Operations**	**6 Policing Support Services**	**7 National Police Services**	**Payments Applicable to all Activities**	**Canadian Firearms Centre**	**8 Internal Services**
Program Sub-Activities	1.1 Financial Crime 1.2 Drugs and Organized Crime 1.3 Border Integrity 1.4 International Policing 1.5 National Security Criminal Investigations (NSCI) 1.7 Program Activity Support	2.1 Protective Duties 2.2 Major Events 2.4 Program Activity Support	3.1 Provincial/Territorial Policing 3.2 Municipal Policing 3.3 Aboriginal Policing 3.4 Airport Policing Agreements 3.5 Community, Contract and Aboriginal Policing Directorate 3.7 Program Activity Support	4.1 Organized Criminal Intelligence 4.2 Criminal Analysis 4.3 National Security Intelligence 4.5 Program Activity Support	5.1 Air Services 5.2 Behavioural Sciences 5.3 Protective Technology 5.4 Technical Investigation 5.5 Technical Security 5.6 Technological Crime 5.7 Departmental Security 5.9 Program Activity Support	6.1 National Operations Center 6.2 Operations Policing Data Systems 6.3 Integrated Operations Support 6.4 Force Specific Programs 6.6 Program Activity Support	7.1 Forensic Laboratory Services 7.2 Information and Identification Services 7.3 Canadian Police College 7.4 National Child Exploitation Coordination Center 7.5 Canadian Intelligence Service Canada (CISC) 7.7 Program Activity Support	(OBJ 2434) Pensions under the *RCMP Pension Continuation Act* (OBJ 2435) To compensate members of the RCMP for injuries received in the performance of duty (OBJ 2433) Survivor Income Plan **(Note: Even though listed as Sub-Activities, every Grant & Contribution represents an Activity)**	11.1 Firearm Registration 12.1 Firearms Licensing and Supporting Infrastructure	8.1 Management and Oversight Services 8.2 Human Resources Management Services 8.3 Financial Management Services 8.4 Supply Chain Management Services 8.5 Facilities & Assets Management Services 8.6 Information Management Services 8.7 Information Technology Services 8.8 Legal Services 8.9 Public Affairs and Communications 8.10 Evaluation Services 8.11 Internal Audit Services 8.12 Other Support Services

Priority:	**Type:**	**Strategic Outcomes:**
Prevent and reduce youth involvement in crime as victims and offenders	Ongoing	• Quality Contract Policing • Quality Federal Policing • Quality Policing Support Services • Minimized Risk of Firearms
Status: Somewhat met		
• Percentage of stakeholders who agree that the RCMP is a valuable partner in preventing and reducing youth involvement in crime as victims and offenders • Target: 80%; Achieved: 61% [4]		
• Percentage of contract clients who feel that the RCMP is fulfilling its strategic priority of preventing youth involvement in crime as victims and offenders • Target: 80%; Achieved: 65%		
• Percentage of Canadians who agree that the RCMP plays a valuable role in preventing and reducing youth involvement in crime • Target: 80%; Achieved: 73%		
• Number of chargeable youth dealt with outside of the court system nationally • Target: increase by 5% over 3 years; Achieved: -1.1% [5]		
• Percentage of clients who agree that the RCMP is sensitive to issues pertaining to youth • Target: 80%; Achieved: 79%		

Priority:	**Type:**	**Strategic Outcomes:**
Contribute to confidence in Canada's economic integrity	Ongoing	• Quality Federal Policing • Quality Contract Policing • Quality Policing Support Services
Status: Mostly met		
• Percentage of Canadians who agree that the RCMP plays a valuable role in reducing the impact of economic crime • Target: 85%; Achieved: 77%		
• Position of Canada in the Corruption Perceptions Index [6] • Target: In the top 10; Achieved: Ranked 6		

[4] The survey of stakeholders was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.

[5] The percentage of chargeable youth not charged has decreased from 67.0% in 2008-09 to 66.9% in 2009-10 and 65.9% in 2010-11.

[6] Developed by the non-government organization Transparency International, the Corruption Perceptions Index measures the perceived level of public sector corruption in 180 countries and territories around the world. For more information visit: http://www.transparency.org/policy_research/surveys_indices/cpi/2010/results

Priority:	**Type:**	**Strategic Outcomes:**
Reduce the threat and impact of serious and organized crime	Ongoing	• Quality Federal Policing • Quality Contract Policing • Quality Policing Support Services • Minimized Risk of Firearms
Status: Mostly met		

• Percentage of stakeholders who agree that the RCMP is a valuable partner in reducing the threat and impact of organized crime
  • Target: 92%; Achieved: 83% [7]
• Number of disruptions through law enforcement actions to the ability of group(s) or individual(s) to carry out organized criminal activity [8]
  • Target: n/a [9] ; Achieved: 56		

• Percentage of Canadians who agree that the RCMP is a valuable partner in reducing the threat and impact of serious crime • Target: 80%; Achieved: 86%		

Priority:	**Type:**	**Strategic Outcomes:**
Effectively respond to threats to the security of Canada	Ongoing	• Quality Federal Policing • Quality Contract Policing • Quality Policing Support Services • Minimized Risk of Firearms
Status: Mostly met		
• Percentage of policing partners who agree that the RCMP makes a valuable contribution to reducing the threat of terrorist criminal activity in Canada and abroad • Target: 92%; Achieved: 69% [10]		
• Percentage of Canadian citizens who agree that the RCMP plays a valuable role in reducing the threat of terrorist criminal activity in Canada • Target: 89%; Achieved: 87%		
• Number of disruptions, through law enforcement actions, to the ability of group(s) and/or individual(s) to carry out terrorist criminal activity or other criminal activity that may pose a threat to national security in Canada or abroad • Target: 6; Achieved: 26		
• Number of violent national security incidents directed towards Canada • Target: 0; Achieved: 0		

For 2010-11, the Senior Executive Committee of the RCMP adopted four Force-wide mandatory objectives which are aimed at improving management practices and corporate culture. These management priorities were embedded into the strategies of all divisions and business lines across the organization. For performance results on these management priorities, please refer to the Management Priorities table under "Other Items of Interest" on the RCMP website: http://www.rcmp-grc.gc.ca/ dpr-rmr/index-eng.htm

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[7] The survey of stakeholders was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.

[8] This measure is different from that which was reported in the RCMP's last *Report on Plans and Priorities*. In fiscal year 2010-11 the RCMP redefined National Enforcement Priorities thereby making it an inaccurate measure of the effort and success achieved against serious and organized crime for this year. As a result of this change, and in order to increase consistency with reporting on national security activities, the RCMP has changed this measure.

[9] Due to the redefinition of the performance measure, the performance target number is not applicable.

[10] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.

Risk Analysis

A strong integrated risk management regime supports strategic decisions, contributing to the achievement of the organization's priorities and objectives. In a concerted effort to adequately respond to emerging challenges and threats, the RCMP continually evaluates its strategies, priorities and the subsequent deployment of human and financial resources.

The RCMP's Corporate Risk Profile helps establish a direction for managing corporate risks. It is influenced by and linked to the organization's operating environment and state of readiness. When developing the RCMP Corporate Risk Profile, risk information from both the corporate and operational levels was analyzed to understand the key characteristics and broad range of internal and external risks facing the organization.

The 2010-13 Corporate Risk Profile was developed in consideration of the organization's entire operating environment and took into account information gleaned from the 2009 interim Environmental Scan, client and employee surveys, legislative requirements, various inquiries and reports, including the *Report from the Office of the Auditor General*, feedback from Horizontal Audits performed by the Office of the Comptroller General and the Office of the Auditor General, information from Strategic Priority Working Groups, as well as information submitted by divisions across the organization.

This process identified significant risk trends in the areas of: leadership; communication and knowledge transfer; sustainable funding; human resource management including balancing expectations; infrastructure; and legal and regulatory considerations.

Through stakeholder consultations from across the RCMP, a consolidated list of organizational risks was developed and validated for planning purposes.

The six risk statements developed were:

1. **Intelligence Gathering and Partnership** – There is a risk that the RCMP will be unable to effectively gather, analyze and share intelligence or other information with stakeholders.
2. **Information for Internal Decision-making** – There is a risk that the RCMP will not have access to timely, relevant, accurate and consistent information in support of senior management decision-making, resource and funding allocation, governance and to fulfill its accountability obligations.
3. **Human Resources** – There is a risk that the RCMP will not be able to attract, recruit and retain sufficient, qualified, experienced and representative human resources and safeguard the health of its current workforce.
4. **Management Practices** – There is a risk that the RCMP will not be able to develop and sustain the necessary managerial practices to support an accountable, well-managed and resilient department.
5. **Legal** – There is a risk that the RCMP will not be able to forecast or respond effectively and efficiently to legal decisions that impact operational procedures or resource requirements.
6. **Implementation** – There is a risk that the RCMP will not be able to create or maintain the necessary systems, infrastructures, practices and governance rigour to successfully implement operational initiatives and meet demands for policing services.

The Corporate Risk Profile is developed and updated annually or on an "as required" basis.

Summary of Performance

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
4,705.5	4,988.4	4,698.2

Planned Spending (net of respendable revenues)	Total Authorities (net of respendable revenues)	Actual Spending (net of respendable revenues)
3,067.5	3,348.2	3,107.4

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
29,840	29,043	-797

Strategic Outcome 1: Quality Federal Policing

Performance Indicators	Targets	2010-11 Performance
Percentage of Canadians who agree that the RCMP plays a valuable role/fulfills its Federal Strategic Priorities [11]	90%	Mostly met: 82% [12]
Federal Statute Crime Rate per capita (RCMP data) [13]		164.3 per 100,000
Crime Severity Index (Statistics Canada data) [14]		104.92

Program Activity ($ millions)	2009-10 Actual Spending	2010-11				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Program Activity 1.1: Federal and International Operations	643.0	713.5	728.4	756.0	646.2	Safe and secure Canada
Program Activity 1.2: Protective Policing Services	611.6	146.4	347.1	483.4	377.1 [15]	Safe and secure Canada
Total	**1,254.6**	**859.9**	**1,075.5**	**1,239.4**	**1,023.3**	

[11] This indicator is an index of the Strategic Priorities that fall under the responsibility of RCMP Federal Policing. The target was set using the three Strategic Priorities that were in place in fiscal year 2009-10: organized crime, economic integrity and terrorism. This index indicator will remain constant, though the priorities which make up the index may change.

[12] In a survey of Canadians, 83% agreed that the RCMP is reducing the threat and impact of organized crime, 77% agreed that the RCMP is reducing the impact of economic crime, and 87% agreed that the RCMP plays a valuable role in reducing the threat of terrorist criminal activity in Canada.

[13] This is a new performance indicator that was adopted during 2010-11 for the Federal Policing Strategic Outcome.

[14] For more information on the Crime Severity Index, visit http://www.statcan.gc.ca/pub/85-004-x/2009001/part-partie1-eng.htm.

[15] Actual Spending was less than Total Authorities, primarily due to lower than projected costs for the G8/G20 Leaders Summits in June 2010 and frozen allotments not available for use during the fiscal year by the RCMP.

Strategic Outcome 2: Quality Contract Policing

Performance Indicators	Targets	2010-11 Performance
Percentage of clients (provincial / territorial / municipal) who are satisfied that the RCMP provides high quality service	80%	Mostly met: 79%
Percentage of Canadians who are satisfied with RCMP contribution to safe homes and safe communities for Canadians	85%	Mostly met: 83%
Percentage of Aboriginal community leaders who agree that overall, the RCMP provides high quality service	80% (over three years)	Mostly met: 70%

Program Activity ($ millions)	2009-10 Actual Spending	2010-11				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Program Activity 2.1: Community, Contract and Aboriginal Policing	679.4	599.7	599.7	715.5	703.1 [16]	Safe and secure Canada
Total	**679.4**	**599.7**	**599.7**	**715.5**	**703.1**	

Strategic Outcome 3: Quality Policing Support Services

Performance Indicators	Targets	2010-11 Performance [17]
Percentage of partners who are satisfied with the RCMP's contributions and collaboration	90%	Exceeded: 95%
Percentage of stakeholders who are satisfied with the timeliness and quality of RCMP responses	85%	Mostly met: 70%
Percentage of partners who are satisfied with the effectiveness of RCMP technology and investigative techniques	90%	Mostly met: 81%
Percentage of partners who are satisfied with the accuracy of RCMP information and intelligence	80%	Mostly met: 75%
Percentage of partners who are satisfied with the comprehensiveness of RCMP information and intelligence	80%	Mostly met: 70%
Percentage of partners who are satisfied with RCMP information management and information technology (IM/IT) support and services	80%	Mostly met: 71%
Percentage of partners who are satisfied with RCMP leadership in development of IM/IT interoperability solutions	75%	Mostly met: 68%

[16] Due to several factors, Total Authorities were higher than Planned Spending including funding received during the year through Supplementary Estimates for First Nation Community Policing Services, funding carried forward from 2009-10 through the Operating Budget Carry Forward and funds transferred during the year from Treasury Board Secretariat Central Votes.

[17] The survey of police partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.

Program Activity ($ millions)	2009-10 Actual Spending	2010-11				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Program Activity 3.1: Criminal Intelligence Operations	56.6	59.8	59.8	62.4	61.3	Safe and secure Canada
Program Activity 3.2: Technical Policing Operations	192.3	180.3	191.8	184.9	207.0 [18]	Safe and secure Canada
Program Activity 3.3: Policing Support Services [19]	99.4	78.8	78.8	76.8	71.3	Safe and secure Canada
Program Activity 3.4: National Police Services	135.9	125.3	125.3	129.1	136.6 [20]	Safe and secure Canada
Total	**484.2**	**444.2**	**455.7**	**453.2**	**476.2**	

Strategic Outcome 4: Minimized Risk of Firearms

Performance Indicators	Targets	2010-11 Performance
Number of known at-risk individuals who obtain a firearms licence	0	Met all: The Canadian Firearms Program [21] ensured that no individual whose licence had been revoked or refused for public safety reasons, or who had been prohibited from possessing firearms, retained their possession or acquisition privileges.
Number of queries to the firearms database used by front-line police (Canadian Firearms Registry Online queries)	10% increase in queries from previous year	Exceeded: Queries to the Canadian Firearms Registry Online by police services increased from the previous year by over 22% in 2010-11. [22]
Number of participants in safety courses	100% consistent participation from year to year	Met all: The number of Canadians who participated in firearms safety courses remained consistent in 2010-11 (87,512) when compared to 2009-10 (86,552). [23]
Compliance rates for licence renewals	100% of individuals in possession of firearms renew their licences	Mostly met: Compliance rates were 83.9% for licence renewals by individuals in possession of firearms.

Program Activity ($ millions)	2009-10 Actual Spending	2010-11				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Program Activity 4.1: Canadian Firearms Centre	58.1	78.3	71.4	79.0	58.0	Safe and secure Canada
Total	**58.1**	**78.3**	**71.4**	**79.0**	**58.0**	

[18] Actual Spending exceeded Total Authorities in 2010-11, partly due to requirement to cash manage certain items not brought in through Supplementary Estimates (C) as a result of the dissolution of Parliament. This included funding related to the long-term vision and plan of major capital projects and security measures at West Block and the Library of Parliament. The balance of the difference is related to capital purchases (moveable assets/radios) where the proportion of spending can vary annually across program activities.
[19] Note: Spending indicated here for Program Activity 3.3 Protective Policing Services is in reality dispersed between Program Activity 2.1 Community Contract and Aboriginal Policing Services and the Internal Services Program Activity (Human Resources and Public Affairs). This discrepancy has been corrected in the RCMP's new Program Activity Architecture which was approved by the President of Treasury Board for implementation in 2011-12.
[20] As noted in the *Report of the Auditor General of Canada*, which is referenced in the Performance Summary and Analysis of National Police Services, historically its programs have not been adequately funded. This is therefore reflected in the 2010-11 Expenditures versus Total Authorities.
[21] The RCMP's new Program Activity Architecture, approved by the Treasury Board for implementation in 2011-12, makes reference to the Canadian Firearms Program (previously referred to as the Canadian Firearms Centre).
[22] The number of queries increased from 4,361,983 in 2009-10 to 5,345,193 in 2010-11.
[23] Firearms safety course participants do not include totals from Québec.

Program Activity ($ millions)	2009-10 Actual Spending	2010-11 [24]			
		Main Estimates	Planned Spending	Total Authorities	Actual Spending
Internal Services	732.7	727.4	760.8	745.3	734.8
Pensions under the *Royal Canadian Mounted Police Pension Continuation Act*	17.9	19.0	19.0	16.5	16.5
Grant to compensate members of the RCMP for injuries received in the performance of duties	83.0	82.8	82.8	96.7	93.3
Survivor income plans	2.1	2.6	2.6	2.6	2.2

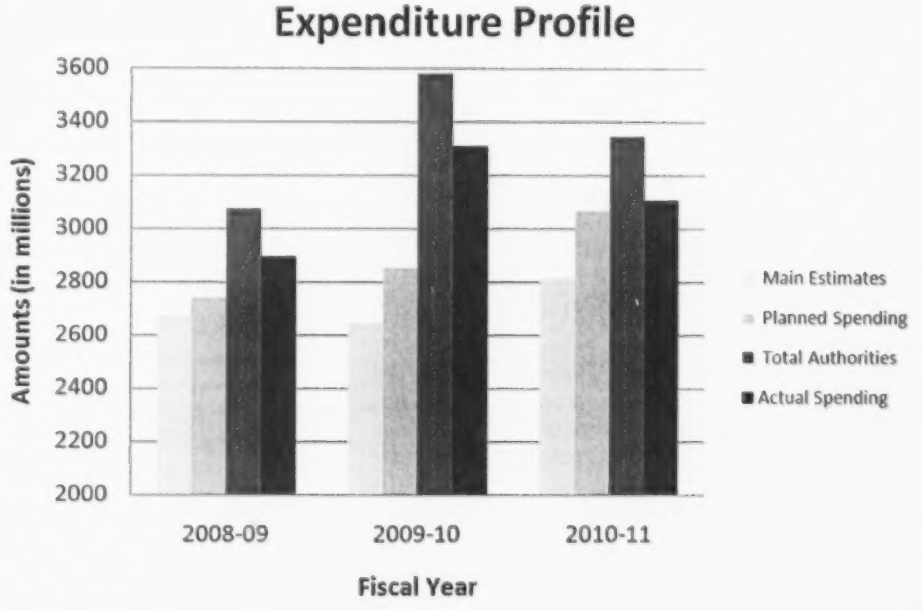
Expenditure Profile

($ millions)	2009-10 Actual Spending	2010-11				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
RCMP Total	**3,312.0**	**2,813.9**	**3,067.5**	**3,348.2**	**3,107.4**	Safe and secure Canada

In 2010-11, the Main Estimates were increased through Supplementary Estimates and allotment transfers from Treasury Board by $534.3 million. This included funding for security-related costs associated to the G8 and G20 Summit meetings in June 2010 in the amount of $321.5 million.

Actual spending was $241 million less than total authorities and included $73 million in frozen allotments that were not available for use during the year by the RCMP. This resulted in an overall real lapse of five percent. The balance of the lapse is primarily attributed to $56 million in lower than projected costs related to the G8 and G20 Summit meetings. Approximately $42 million in operating funds across various programs and $64 million within the capital vote for various projects were deferred or delayed. In addition, there was a reduction of $6 million in reduced Grants and Contributions funding requirements.

Departmental Spending Trend
($ millions)



[24] Commencing in the 2009-10 Estimates cycle, the resources for Program Activity: Internal Service is displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of spending and FTE information by Program Activity between fiscal years.

The RCMP's total spending over the past three years has fluctuated primarily as a result of two major events: the Vancouver 2010 Olympic and Paralympic Winter Games and the G8 and G20 Summits in June 2010. The total spending difference of $205 million – or a six percent reduction between 2009-10 and 2010-11 – is largely due to these events, where the majority of expenditures were incurred in 2009-10. Correspondingly, the first Quarterly Financial Report for 2011-12 will reflect a decrease in total authorities of $310 million over 2010-11, largely due to the G8 and G20 Summits one-time funding requirement in prior years.

Canada's Economic Action Plan (CEAP)

As part of the federal government's Economic Action Plan, the RCMP is participating in the Modernizing Federal Laboratories Program to upgrade the infrastructure of its forensic laboratories and to implement the Accelerated Federal Contaminated Sites Action Plan. A combined total of $9.5 million was provided for these projects in 2009-10 with an additional $12.6 million in 2010-11, for a total two-year investment of $21.9 million.

Estimates by Vote

For information on the RCMP's organizational votes and/or statutory expenditures, please see the 2010-11 *Public Accounts of Canada* (Volume II) publication.

An electronic version of the Public Accounts is also available at:

http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOMES

Performance Status Legend

Exceeded: More than 100 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result identified in the corresponding RPP was achieved during the fiscal year.

Met All: 100 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result identified in the corresponding RPP was achieved during the fiscal year.

Mostly Met: 80 to 99 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result identified in the corresponding RPP was achieved during the fiscal year.

Somewhat Met: 60 to 79 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result identified in the corresponding RPP was achieved during the fiscal year.

Not Met: Less than 60 percent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result identified in the corresponding RPP was achieved during the fiscal year.

Strategic Outcome 1: Quality Federal Policing

Program Activity 1.1: Federal and International Operations

Program Activity Description: Provides policing, law enforcement, investigative and protective services to the federal government, its departments and agencies, and to Canadians.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
728.4	756.0	646.2

2010-11 Human Resources (FTEs) [25]

Planned	Actual	Difference
5,100	4,275	-825

[25] It is important to note that the information includes all funding sources within the Federal and International Operations Activity, which means that all Horizontal Initiatives being reported on separately by other Departments are included in this total. These initiatives include, but are not limited to: Federal Integrity; Integrated Proceeds of Crime; Public Security Portfolio; International Police Peacekeeping; and Terrorist Financing/Money Laundering.

Expected Results	Performance Indicators	Targets	Performance Status
Improve the security of the Canadian economy and protect Canadians and their government from financial crime	Percentage of Canadians who agree that the RCMP plays a valuable role in reducing the impact of economic crime such as credit card counterfeits and identity fraud	85%	Mostly met: 77%
Reduce the threat and impact of serious and organized crime	Number of disruptions through law enforcement actions to the ability of group(s) or individual(s) to carry out organized criminal activity [26]	n/a [27]	Met: Organized crime groups disrupted: 56
	Percentage of Canadians who agree that the RCMP plays a valuable role / fulfills its strategic priority of reducing the threat and impact of organized crime [28]	92%	Mostly met: 83%
Reduce the threat of terrorist criminal activity in Canada and abroad	Percentage of policing partners who agree that the RCMP makes a valuable contribution to reducing the threat of terrorist criminal activity in Canada and abroad	92%	Somewhat met: 69% [29]
	Percentage of Canadians who agree that the RCMP plays a valuable role in reducing the threat of terrorist criminal activity in Canada	89%	Mostly met: 87%
	Number of disruptions [30] through law enforcement actions to the ability of a group(s) or individual(s) to carry out terrorist criminal activity, or other criminal activity that may pose a threat to national security in Canada or abroad	6	Exceeded: 26 • first quarter = 0 • second quarter = 6 • third quarter = 12 • fourth quarter = 8
	Number of violent [31] national security-related incidents in Canada	0	Met all: 0

Performance Summary and Analysis of Program Activity

The RCMP's Federal and International Operations program activity contributes to protecting public safety and ensuring the economic and national security of Canada. The sovereignty and stability of Canada are protected through the prevention, investigation, disruption and prosecution of terrorist criminal activity and other national security threats such as espionage and security offences. By striking at the roots of organized crime and targeting all forms of financial crime, the RCMP reduces both short- and long-term social and economic harm to Canadians, thereby maintaining consumer and investor confidence in the Canadian economy. International peace and security are promoted through the provision of police-related expertise in weak, failed or fragile states. There were several notable operational successes in 2010-11 with respect to reducing the threat of terrorism, reducing the impact of organized crime, protecting economic integrity and providing Canadians with a safe and secure society.

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[26] This measure is different from that which was reported in the RCMP's last *Report on Plans and Priorities*. In fiscal year 2010-11 the RCMP redefined National Enforcement Priorities thereby making it an inaccurate measure of the effort and success achieved against serious and organized crime for this year. As a result of this change, and in order to increase consistency with reporting on national security activities, the RCMP has changed this measure.

[27] Due to the redefinition of the performance measure, the performance target number is not applicable.

[28] The wording of the survey question was modified slightly; the original question was "percent of Canadians who agree that the RCMP plays a valuable role in reducing the threat and the impact of organized crime", the new wording is "percent of Canadians who agree that the RCMP fulfils its strategic priority of reducing the threat and the impact of organized crime".

[29] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.

[30] The RCMP National Security Criminal Investigations uses the Disruption Attributes Tool to capture these figures. The RCMP defines a disruption in national security matters as the interruption, suspension or elimination, through law enforcement actions, of the ability of a group(s) and/or individual(s) to carry out terrorist criminal activity or other criminal activity that may pose a threat to national security, in Canada or abroad. These disruptions consist of criminal charges, for example the arrests of two Ottawa men and one London man for allegedly conspiring to facilitate terrorist activity and possessing/making explosives for a terrorist group. Another example is a case that involved an Afghan national, accused of plotting to attack CFB Petawawa with stolen materials. The majority of the disruptions (18) are reported without charges or prosecutions and consist of people whose names have been placed on the Specified Persons List because they pose threats to aviation security.

[31] The RCMP uses the Canadian Security Intelligence Service (CSIS) definition of Political Violence and Terrorism: threats or acts of serious violence may constitute attempts at compelling the Canadian government to respond in a certain way. Acts of serious violence cause grave bodily harm or death to persons, or serious damage to or the destruction of public or private property, and are contrary to Canadian law or would be if committed in Canada. Hostage-taking, bomb threats and assassination attempts are examples of acts of serious violence that endanger the lives of Canadians.

The RCMP's National Security Criminal Investigations is focused on building partnerships with critical infrastructure stakeholders in the private sector for the exchange of information and intelligence. The Suspicious Incident Reporting System was created for private sector partners to input data online. These reports are circulated to various partners and across Canadian and US government departments including the Federal Bureau of Investigation, Transportation Security Administration, Department of Homeland Security, New York City Police Department and other agencies.

Significant progress has been made with key partners in Canada and the United States in developing a common approach to countering violent extremism. This continued work will result in a coordinated strategy for community outreach and the engagement of diverse communities. It is also enhancing the education of front-line police officers and their understanding of radicalization to violence. Overall, this common approach is leading to a better understanding of threats, the use of a common lexicon in communications, and has maximized interoperability of investigations between the RCMP and its North American partners.

The RCMP is the co-chair of the Counter Terrorism and National Security Committee of the Canadian Association of Chiefs of Police, which is mandated to harmonize the work of Canadian law enforcement in the areas of criminal activities related to terrorism and national security threats. The RCMP-led "O" Division (Ontario) Integrated National Security Enforcement Team and the Canadian Security Intelligence Service were the first to be awarded, outside of the US, the International Association of Chiefs of Police and Booz Allen Hamilton Outstanding Achievement in the Prevention of Terrorism Award for Project OSAGE [32], a national security criminal investigation that resulted in the conviction of several individuals for participation in a terrorist group whose intent was to bomb symbolic Canadian institutions. The RCMP's National Security Criminal Investigations is also actively engaged on the international sphere and participates at international conferences to enhance the understanding of violent extremism, coordinate strategies and learn from best practices.

The RCMP's National Security Criminal Investigations was an active participant in disseminating information to partners and the public, both in written reports and at speaking engagements. National Security Criminal Investigations also delivered three courses, which trained 84 participants on subjects including: the *Anti-Terrorism Act*; information sharing with domestic and foreign partners and within the RCMP; policy and procedures; anti-terrorist financing; cultural diversity, privacy and human rights; and national security criminal investigative techniques. Security awareness workshops were offered to partner agencies – such as Correctional Service of Canada and Communications Security Establishment Canada – and had 75 participants in attendance.

The RCMP has undertaken extensive community outreach initiatives across Canada and processes have been put in place to ensure complementary delivery of outreach initiatives across the country. Participation has taken the form of cross-cultural roundtables, community advisory committees, cultural awareness training and family fun days. Such outreach ensures that the community is active in and knowledgeable of the RCMP's activities to ensure a safe and secure Canada.

Between April 2010 and March 2011, the RCMP was successful at disrupting [33] a total of 56 organized crime groups identified as Divisional Enforcement Priorities. These are organized crime groups identified by Criminal Intelligence Service Canada to represent the greatest criminal threats at the provincial level throughout Canada. At a minimum, these disruptions entailed arrests of organized crime targets and the seizure or restraint of proceeds of crime from the criminal organization. In a limited number of cases, the level of disruption involved the total dismantlement of the organized crime groups. The RCMP also successfully disrupted one National Enforcement Priority organized crime group. Three additional investigations involving National Enforcement Priority groups are ongoing, one of which is proceeding as a Divisional Enforcement Priority file. In addition, one other investigation has been concluded. It should be noted that National Enforcement Priority files, unlike Divisional Enforcement Priority files which are priority organized crime groups identified by the provinces, entail long-term, high-level investigative strategies which often take several years to complete.

During the 2010-11 fiscal year, the RCMP's National Port Enforcement Teams more than doubled the number of stolen vehicles recovered, in comparison to their results from the previous year. The recoveries were mainly in relation to stolen vehicles exported from the Ports of Montreal and Halifax. A number of individuals linked to organized crime groups have been charged as a result of the seizures. During the same time period, the National Port Enforcement Teams seized a total of 668 kilograms of cocaine and 27 metric tons of hashish. In March 2011, the RCMP and Canada Post worked jointly to disrupt a criminal network involved in counterfeited postage stamps. Forty thousand stamps were seized, a potential value of over $2.6 million.

In August 2010, the RCMP and Cape Breton Regional Police charged 16 people in the traffic of cocaine, ecstasy and marihuana, at the end of a nine-month investigation that involved upwards of 50 officers from both partners. In September 2010, Chilliwack RCMP seized 63.5 kilograms of MDMA tablets (ecstasy pills). This seizure, which is the equivalent of 200,000 individual doses, underscores British Columbia's role as a predominant regional market for the production and distribution of dangerous synthetic drugs.

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[32] For more on Project OSAGE, please visit: http://www.rcmp-grc.gc.ca/news-nouvelles/speeches-stat-discours-decl/2010/20100623-osage-eng.htm

[33] The RCMP measures and tracks the effectiveness of its enforcement action against organized crime by using a Disruption Attributes Tool. The Disruption Attributes Tool allows the RCMP to accurately gauge the degree of impact on organized crime groups disrupted, taking into consideration the scope and complexity of the group's membership and criminal activity.

In June 2010, the RCMP created a new unit in Montreal to monitor the Internet for the illegal sale of pharmaceutical drugs in Canada. Since its inception, this unit has identified a few hundred websites and classified ads on the Internet, which has led to a number of criminal investigations. In several instances, information was also appropriately shared with foreign police agencies that subsequently investigated and assisted the RCMP in its investigations.

Approximately 11 organized crime groups involved in the illicit contraband tobacco market were disrupted during the 2010-11 fiscal year. The RCMP seized approximately 782,000 cartons or unmarked bags of contraband cigarettes, 43,000 kilograms of fine-cut tobacco and approximately 5,300 kilograms of raw leaf tobacco. This represents a decrease in the amount of cartons of contraband cigarettes seized in 2010 when compared to 2009 figures. In parallel, legitimate sales of cigarettes are reported to have increased. When addressing the rise of legal sales in 2010, Phillip Morris International attributed these figures to government enforcement measures that have reduced contraband sales since 2009 [34].

The RCMP's Integrated Proceeds of Crime and Anti-Money Laundering teams concluded 35 major projects in 2010, most of which targeted organized crime groups. During the year, 37 targets were charged with multiple Proceeds of Crime and Money Laundering Offences, resulting in 42 convictions and the forfeiture of assets valued in excess of $19 million. In addition, information with an estimated file value totalling over $525 million was provided to numerous departments including Canada Revenue Agency, Provincial Civil Forfeiture Units and other law enforcement agencies.

While the large urban centres are typically "target rich" environments, a Saskatchewan case demonstrated the extent of organized crime's reach throughout Canada and the positive impact of the Proceeds of Crime program. The Regina Integrated Proceeds of Crime Unit investigated an Asian organized crime group operating in Saskatchewan and other parts of the country. This complex investigation resulted in the seizure and eventual forfeiture of several properties used to grow marihuana, a number of businesses used to launder their criminal proceeds, as well as some vehicles, a firearm and a bulletproof vest. The forfeited property was valued in excess of $3 million. In this case, seven people were charged and were either convicted or pled guilty.

Working in collaboration with several external partners, the Canadian Anti-Fraud Centre, through various strategies, has prevented the commission of thousands of frauds and saved millions of dollars in 2010-11. Disruption strategies included shutting down 55,000 e-mail accounts used to facilitate fraud, as well as closing other services used to facilitate fraud such as 4,500 telephone accounts, 1,066 online classified ad accounts, 84 websites, and 182 credit card merchant accounts. Many of the strategies developed by the Canadian Anti-Fraud Centre have been adopted by several nations around the world.

The RCMP has promoted international peace and security by helping to strengthen the abilities of law enforcement organizations in the Americas and the Caribbean to effectively combat threats of organized crime, terrorism, and regional instability. The RCMP has provided both operational and executive development training to members of the Mexican Federal Police. The RCMP has also deployed senior officers to work within the Royal Turks and Caicos Island Police Force to help develop its law enforcement capabilities. In addition, the RCMP has assisted the Police Reform Commission in Guatemala in its efforts to reform and develop its policing organization.

Extensive interdepartmental consultations led to the renewal until 2016 of the *Canadian Police Arrangement*, which formalizes partnerships between the Department of Foreign Affairs and International Trade, the Canadian International Development Agency, Public Safety Canada and the RCMP. The goal of the *Canadian Police Arrangement* is to support the Government of Canada's commitment to build a more secure world through Canadian participation in international police peacekeeping and peace operations.

Two new Peace Operation missions were undertaken in 2010-11, namely the Special Tribunal for Lebanon in The Hague and the United Nations Stabilization Mission in the Democratic Republic of the Congo. The RCMP deployed 50 additional civilian police officers to the Haiti Reconstruction Team to assist with post-earthquake efforts. The RCMP's International Peace Operations Branch is also continuing its work in renewing 24 Memoranda of Understanding and the negotiation of two new agreements with provincial, regional and municipal police partners from across Canada. These Memoranda of Understanding afford the RCMP an opportunity to ensure a diverse representation of municipal, regional and provincial police services in peace operation missions.

The RCMP is committed to protecting Canadians from border-related criminality while allowing for the secure and effective international movement of people and goods. In August 2010, the RCMP worked in partnership with Canada Border Services Agency and the Canadian Forces to intercept the *MV Sun Sea*, a cargo ship carrying 492 migrants from Sri Lanka organized by contracted smugglers. The RCMP has since temporarily deployed Liaison Officers to Southeast Asia as a means to prevent future human smuggling vessels destined for Canada. The RCMP is also leading a whole-of-government National Joint Intelligence Group to collate and analyze information in relation to the prevention of organized human smuggling. In addition, the RCMP has continued to advance the use of technology in the border environment. The RCMP's Integrated Border Enforcement Teams played a lead role in the establishment of a bi-national radio-interoperability system between Canadian and US border enforcement personnel. Once in place, the system will permit law enforcement agencies to coordinate timely responses and investigations of border incidents while improving both officer and public safety.

[34] http://www.tobaccoinfo.ca/mag5/contraband.htm

Lessons Learned

The RCMP's National Security Criminal Investigations continues to be the subject of public scrutiny. As a result, the Legislative Affairs Branch within National Security Criminal Investigations is providing a centrally coordinated response to issues arising from public inquiries and civil litigation. In addition, the RCMP has provided interdepartmental consultations on a number of new legislative documents and amendments to existing legislation including efforts to enhance the Commission for Public Complaints Against the RCMP and inter-agency review. National Security Criminal Investigations has provided regular updates on both Canadian and international legal decisions that may potentially affect RCMP policies or operational conduct.

National Security Criminal Investigations continues to work with other RCMP units, as well as partner agencies, to ensure a strong, integrated law enforcement response to terrorist-related criminal activity and domestic radicalization. This approach reinforces Canada's reputation as a trusted and reliable international counterterrorism partner. "Project Severe" is a recent example of this approach. This investigation took place over the course of six months and resulted in terrorist-related criminal charges against a Canadian citizen. The subject's suspicious behaviour was originally reported through the Suspicious Incident Reporting System and subsequently turned over to the "O" Division (Ontario) Integrated National Security Enforcement Team for further investigation. "Project Severe" is aimed at the roots of the problems leading from radicalization to violence. The subject, a Canadian citizen, attempted to leave Canada to join with Al Shabaab, an Islamist insurgency group in Somalia. Al Shabaab is linked to al Qaeda and is extremely effective at recruiting young, diaspora Somalis. Other Canadian citizens are believed to have already left Canada to join this group.

RCMP National Security Criminal Investigations is a member of the Government of Canada's Counter Violent Extremism Working Group, to discuss matters of mutual concern to develop a whole-of-government response to the issue of radicalization and violent extremism. Further discussion on potential counter-radicalization strategies will continue with this group to identify a way forward on counter-radicalization.

In September 2010, a strategic report titled *Human Trafficking in Canada: A Threat Assessment* was published by the RCMP. This report resulted from extensive consultations with over 40 law enforcement agencies and government organizations including US Immigration and Customs Enforcement. It provided insights on the involvement of organized crime, source countries and current trends, as well as the challenges currently faced by law enforcement as they relate nationally to the trafficking of persons. As a result, the RCMP created a working group composed of Canadian and US law enforcement and other relevant federal government agencies, which has led to significant improvements in cross-border operations between Canada and the US.

In response to the evolving tactics and methods of transnational criminal groups to exploit the border, the RCMP has initiated new and innovative approaches to strengthen border security. This includes the pursuit of integrated cross-border law enforcement models and the deployment of an intelligence-led uniformed policing pilot project between the ports of entry in the Lacolle region of Quebec. The new approaches have proven successful in deterring, disrupting and dismantling criminal activity along the border. An example of the positive results is the number of illegal entry apprehensions in adjacent regions, which has increased by 120 percent since the project was implemented.

Despite increased RCMP efforts to combat synthetic drugs in Canada (especially regarding the import of precursor chemicals), the *United Nations World Drug Report 2011* singled out Canada as having lax control over the import and domestic trade of precursor chemicals and being a leading exporter of methamphetamine and ecstasy to the United States, the Philippines, Malaysia, Mexico and Jamaica. In order to address this situation, the RCMP and the Canada Border Services Agency has instituted an initiative targeting precursors and essential chemicals at major Canadian ports of entry. It is expected that recently enacted federal legislation making it illegal to possess chemicals and equipment to produce synthetic drugs will also provide the RCMP with a means to effectively deal with large-scale labs.

The distribution of anti-money laundering resources was modified in 2010 to better allow the RCMP to effectively deliver on its mandate. Five Anti-Money Laundering Teams have been created in Ottawa, Montreal, Toronto, Calgary and Vancouver. There was a renewed commitment by the Office of the Superintendent of Bankruptcy and the RCMP last year to engage in cooperative efforts to maintain the integrity of the insolvency system in Canada. This resulted in the establishment of two new Special Investigation Units integrated into the Toronto and Vancouver RCMP Commercial Crime Sections. These newly integrated units have dramatically increased the number and range of bankruptcy cases which can be dealt with through criminal investigation and prosecution.

Issues have been raised regarding the RCMP's Federal Witness Protection Program. Both the report from the *House of Commons Standing Committee on Public Safety and National Security* and the *Air India Commission of Inquiry* made recommendations to advance and introduce enhancements to the program's accessibility, effectiveness and transparency. These bodies recommended that the program be more protectee-focused. In response, the RCMP and Public Safety Canada have developed a multi-faceted plan to improve and strengthen the Witness Protection Program.

Program Activity 1.2: Protective Policing Services

Program Activity Description: Directs the planning, implementation, administration and monitoring of the RCMP's National Protective Security Program including the protection of dignitaries; the security of major events and intergovernmental conferences (Prime Minister-led summits such as the 2010 G8 and G20 Summits) held in Canada, and the protection of selected domestic and international flights by Canadian air carriers.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
347.1	483.4	377.1

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
1,015	843	-172

Expected Results	Performance Indicators	Targets	Performance Status
Provide for the safety of protectees and the security of Canadian interests	Number of incidents that compromised the safety of RCMP protectees and the security of Canadian interests	0	Met all: zero incidents
Provide for the safety and security of government-led summits and other high profile events and visits	Number of incidents that compromised the safety and security of a protectee or Canadian interests at a major event	0	Met all: zero incidents

Performance Summary and Analysis of Program Activity

Within the 2010-11 fiscal year, the RCMP achieved a 100 percent success rate in providing for the safety of its protectees and the security of Canadian interests, as well as the safety and security of government-led summits and high profile events and visits. Protective Policing Services is committed to maximizing its intelligence process to improve preventative and defensive measures against terrorists and criminals who target RCMP protectees.

Protective Policing Services continues to focus on delivering professional and innovative services to meet the diverse needs of its clients, partners and stakeholders. To ensure an effective integrated approach for the provision of protective policing services, the RCMP strives to improve its existing partnerships while continually seeking out new relationships. An example of this is the success of securing the G8 and G20 Summits. Multiple organizations worked collaboratively to provide a safe and secure summit where new working relationships were formed or enhanced for future events. Through the integration of operations, Protective Policing Services has achieved more effective use of resources and has increased operational proficiency.

Lessons Learned

Protective Policing Services consistently reviews its security measures and business practices to ensure that its clients are provided with appropriate and effective services.

Protective Policing Services, together with other security partners, continues to work towards establishing and maintaining an overarching framework for the planning of security operations at major events. This framework will provide:

- a whole-of-government template which will guide collaborative planning and facilitate the implementation of security measures;
- a responsive Integrated Risk Management [35] process;
- a knowledge-management system that captures and updates best practices and lessons learned from major events, and which includes value-added tools, templates, guides and manuals; and
- governance, with the authority to link policy, legislation and mandate with functions, tasks and expertise, within the business planning cycle.

Based on findings from previous lessons learned, such as from the Vancouver 2010 Olympic and Paralympic Games, these considerations will be applied to all major events in order to ensure seamless delivery. Protective Policing Services continues to strengthen its relationships with participating partners to ensure that a transparent and fully integrated approach is taken when a major event is held within Canada.

[35] Integrated Risk Management is an organization-wide process used to understand, manage and communicate risks.

Strategic Outcome 2: Quality Contract Policing

Program Activity 2.1: Community, Contract and Aboriginal Policing

Program Activity Description: Contributes to safe homes and safe communities by providing police services to diverse communities in eight provinces (excluding Ontario and Quebec) and three territories through cost-shared policing service agreements with federal, provincial, territorial, municipal and Aboriginal governments.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
599.7	715.5	703.1

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
15,327	15,401	74

Expected Results	Performance Indicators	Targets	Performance Status
Prevent and reduce youth involvement in crime as victims and offenders	Percentage of clients, partners and stakeholders who agree that the RCMP is fulfilling its strategic priority of preventing and reducing youth involvement in crime as victims and offenders	Clients: 70% [36] Partners: 70% [37] Stakeholders: 90%	Clients: Mostly met: 65% Partners: Somewhat met: 46% [38] Stakeholders: Somewhat met: 61% [39]
Contribute to safer and healthier Aboriginal communities	Percentage of Canadians (Aboriginal and non-Aboriginal respondents) who are satisfied that the RCMP is fulfilling its strategic priority of contributing to healthier and safer Aboriginal communities	Aboriginal Canadians: 85% Non-Aboriginal Canadians: 85%	Aboriginal Canadians: Mostly met: 73% Non-Aboriginal Canadians: Mostly met: 69%
Reduce the threat and impact of serious and organized crime	Percentage of Canadians who agree that the RCMP plays a valuable role/fulfills its strategic priority of reducing the threat and impact of organized crime [40]	92%	Mostly met: 83%

Performance Summary and Analysis of Program Activity

Contract and Aboriginal Policing is responsible for managing the Contract Policing business line including Provincial, Territorial, Municipal and Aboriginal policing. This accounts for 70 percent of the RCMP's operational capability and 58 percent of its financial resources or approximately $2 billion. Through contract policing agreements, the RCMP provides policing services in eight provinces (excluding Ontario and Quebec), the three territories, to over 180 municipalities via Municipal Policing Service Agreements and over 635 First Nations communities under 118 Community Tripartite Agreements. Contract policing agreements cover 75 percent of the geography of Canada. This includes much of rural Canada, all of the Canadian North, and many towns and large urban areas in contract provinces.

In 2010-11, the RCMP continued to advance alternative policing models to improve community safety. These enhanced service delivery models assist in balancing the proactive, preventative and reactive demands placed on core policing resources. For instance, the Community

[36] This target represents an increase of 11% over the previous year's result of 59%.
[37] This target represents an increase of 8% over the previous year's result of 62%.
[38] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.
[39] The survey of stakeholders was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.
[40] The wording of the survey question was modified slightly; the original question was "percentage of Canadians who agree that the RCMP plays a valuable role in reducing the threat and the impact of organized crime"; the new wording is "percentage of Canadians who agree that the RCMP fulfills its strategic priority of reducing the threat and the impact of organized crime".

Program Officer program provides communities with civilian, unarmed, non-peace officers who focus exclusively on crime prevention, community engagement/mobilization and crime reduction. The "J" Division (New Brunswick) Community Program Officer program was well received by all of the communities. To date, Community Program Officers have trained approximately 60 percent of the front-line members in "J" Division – as well as numerous community partners – in topics such as youth intervention and diversion, risk and protective factors, and the use of a pre-charge youth screening tool. Two additional workshops held at the division level trained over 100 community partners, 70 RCMP members and six First Nation Band Constables. At present, over 250 youth have undergone pre-charge screening in New Brunswick. The program will be going before the RCMP Senior Executive Committee for consideration of national implementation.

Another alternative policing model, the Aboriginal Community Constable pilot project, focused on the recruitment, selection and training of Aboriginal members to provide enhanced policing services for Aboriginal communities. Following recruiting efforts in Manitoba, Alberta, Nunavut and the Northwest Territories, the first Aboriginal Community Constable pilot troop began training at the RCMP Depot Training Academy in November 2010. During the remainder of the 2010-11 fiscal year, Aboriginal Community Constable cadets completed their training, with seven Aboriginal Community Constables graduating on April 12, 2011.

The RCMP remained committed to delivering effective police services to all Canadians, focussing on local community priorities tailored specifically to meet identified needs. To that end, in a special partnership with Canada Post, the RCMP's "V" Division (Nunavut) interrupted a lucrative and ongoing drug transportation network in the North. "V" Division members monitored and gathered intelligence in an effort to stem the flow of drugs into northern communities, as packages containing significant amounts of narcotics were shipped by mail from southern communities. The Division will continue its work with Canada Post to conduct periodic inspections of mail being delivered to Nunavut through the postal sorting station in Montreal.

In "B" Division (Newfoundland and Labrador), RCMP members took a proactive role in 2010-11 and responded to the concerns of First Nation Elders, community leaders and members regarding drug issues. The RCMP educated the communities through a series of presentations on the effects of drug use, identifying drug trafficking and demonstrating methods of reporting drug issues to the RCMP. A Drug Committee has been created by the Elders, leaders and community members of the First Nation Community of Sheshatshiu utilizing the RCMP as a partner. The Sheshatshiu Drug Committee has been gaining provincial recognition for its fight against drugs in their community and has been seen as a positive example for other First Nation communities and non-First Nation communities throughout the province.

The "E" Division (British Columbia) Integrated Gang Task Force was specifically created to investigate, prosecute, disrupt and dismantle crime groups. In their applied efforts to the province, the task force prevented numerous shootings and attempted murders, estimated at over 20 specific gang targets, which may have occurred in public areas, posing a very serious and direct threat to the general public. British Columbia also instituted an Integrated Homicide Investigation Team to investigate homicides, police-involved shootings and in-custody deaths that occur within the Lower Mainland area, and are policed by the RCMP and the Abbotsford and New Westminster police departments. This team brings together highly trained investigators to focus exclusively on homicides and benefits the community through maximized sharing of serious crime resources, intelligence gathering and maximized police coverage across the district. The team investigated 38 homicides, 15 of which were solved, and during the 2010-11 fiscal year, solved an additional five homicides committed in previous years.

The RCMP delivered effective contract policing, as evidenced by the reduction in organized crime. The RCMP in "G" Division (Northwest Territories) implemented a drug strategy focused on interdiction at the borders. Through the addition of a Police Dog Service in Hay River and by working with federal/territorial interdiction units, the division made substantial seizures and multiple arrests of top level members in organized crime groups. The Drug Program in "H" Division (Nova Scotia) resulted in the disruption of a number of criminal groups who traffic in illegal drugs and has significantly reduced the supply of marihuana, cocaine and other drugs within the province. The Drugs and Organized Crime Awareness Section is the RCMP lead for drug prevention and awareness programs throughout the province, and they conducted a number of initiatives including Pursuit of Awareness, Drug Abuse Resistance Education and the National Youth Video.

In "D" Division (Manitoba), the Integrated Gang Intelligence Unit has tailored its approach to reduce the threat of crime in the province by visiting detachments and providing expertise and guidance on source handling and street gangs. After training members at God's Lake, the detachment was able to effectively counter rising gang activity through the arrest of several targets and the seizure of drugs and firearms. The educational outreach performed by the unit has proven very successful and resulted in the additional cultivation of sources, identification of targets in communities, arrests and increased confidence in source-handling abilities.

In furtherance of the RCMP's support of victim services and its commitment to victims of crime, a new national policy for Assistance to Victims of Crime was prepared. This policy outlines how information will be shared with local victim services agencies or departments in accordance with the applicable legislation. In addition, the RCMP worked with a number of provinces to develop Memoranda of Understanding to permit the sharing of

information in certain circumstances. The RCMP worked with the Office of the Privacy Commissioner to address any privacy concerns raised as a result of sharing victim information with provincial victim services agencies in accordance with provincial legislation.

In 2010-11, the RCMP continued its efforts to prevent and reduce the involvement of youth in crime as both victims and offenders, with a focus on early intervention and solid community partnerships. In support of this, National Youth Intervention and Diversion workshops were provided to Arviat Detachment in Nunavut and Prince George Detachment in British Columbia. The workshops included sessions on risk and protective factors, police obligations under the *Youth Criminal Justice Act* to consider alternatives to charging, and the use of a pre-charge youth screening tool to assess the risk of youth offenders reoffending. Workshops were extended to community agencies as well as to local RCMP detachment officers. To complement the workshops, a total of 11 National Youth Officer training sessions were delivered across Canada. Five of these were delivered in partnership with the Department of Justice. The training focused on intervention and diversion and introduced risk and protective factors to officers working with youth. An implementation review was completed and results indicated that these workshops provided a valuable opportunity for RCMP officers to increase their awareness of community-based, youth-serving agencies and referral options.

The RCMP also continued to assist in building community capacity to prevent crime by directly engaging Canadian youth. In March 2011, in partnership with the Department of Justice Canada, the RCMP hosted the first National Youth Leadership and Project Development Workshop in Regina, Saskatchewan. A number of police officers and youth leaders in the communities were identified and assembled to assess the key issues in their respective areas. This resulted in community action plans aimed at addressing identified issues. Over the next year, the RCMP will monitor and support the implementation of these community action plans.

The RCMP's "V" Division (Nunavut) initiated a youth program in partnership with the Department of National Defence's Cadet Program. This program offers leadership, self esteem and self development training for youth in northern communities, in an area of the country that is distinctly lacking in such programs. Every detachment in "V" Division that has a Cadet or Junior Ranger program now has regular interaction with the community youth, and a number of RCMP members have gained from training opportunities offered through the Canadian Forces and the Cadet Instructor Program.

A key strategy in working with at-risk youth – including prevention, intervention and suppression with at-risk, gang involved youth and those wishing to leave the criminal lifestyle – was put in place in the RCMP's "K" Division (Alberta) under the Turn Around Program. Some of its successes have included youth who have returned to school, turned to sobriety, and found gainful employment. RCMP members in Alberta have also successfully run the PARTY Program, for Preventing Alcohol and Risk-related Trauma in Youth. This program, offered to Grade nine students, showed the steps required to avoid high-risk behaviour, through simulations and classroom exercises. RCMP members were also afforded the opportunity to interact with school-aged children in a mock police investigation in Alberta. In searching for "stolen" cookies in the school, the children had an opportunity to explore real-life techniques of police work, while also learning more about law enforcement and crime prevention.

In the RCMP's "E" Division (British Columbia) a Mobile Youth Service Team, active since 2001, designed and delivered educational presentations to the youth and larger community on sexual exploitation and drug awareness. This program worked closely with the Youth Empowerment Society, the Boys and Girls Club, educators, outreach workers and many other youth organizations to offer a sustainable and efficient prevention program.

Lessons Learned

The RCMP has continued to assume a leadership role in developing and implementing new policies and procedures that enhance transparency and accountability to Canadians. To this end, the Force adopted a new External Investigation or Review Policy to ensure fair, effective, thorough and impartial investigations of RCMP employees through a combination of independent external investigations, observation and review. The policy was developed in consultation with federal, provincial and territorial partners, and addresses recommendations from the Commission for Public Complaints against the RCMP.

In 2006, the RCMP recognized the need for a process to track and record the use of its intervention options relative to a subject's behaviour and began conducting research into this important area of policing. Subsequently, the RCMP developed a Subject Behaviour Officer Response reporting database to capture all use-of-force incidents. The database resulted from both the organization's need to provide accountability and its requirement for a report that captures a complete and accurate picture of use-of-force incidents. This standardized format for use-of-force reporting captures a subject's behaviour and the officer's response during use-of-force encounters and provides an accurate record of the event. This database assists police officers in articulating their actions and will allow for consistent reporting across the organization on use-of-force incidents. The data from this tool also demonstrate the relatively low proportion of use-of-force incidents compared to the number of calls for service attended to by RCMP members. The application was launched nationally in early 2010, with an enhanced version expected to be released during the summer of 2011. Policy has been developed in consultation with divisional representatives to support the Subject Behaviour Officer Response reporting application.

The RCMP has also recognized the need to enhance its Conducted Energy Weapon Training Program. In 2010-11, the RCMP, through extensive internal and external consultation, re-designed its Conducted Energy Weapon training with a renewed focus on communication and scenario-based training. Partner agencies were included in the development process, resulting in a comprehensive and effective training program. Revisions were made to the Conducted Energy Weapon re-certification course, the Conducted Energy Weapon User course and the Conducted Energy Weapon Instructor course.

Furthermore, the Force adopted a new "Responsibility to Report" policy, which compels RCMP members to fulfill their obligation to report promptly and diligently in the course of a major police incident. Such incidents comprise those in which an RCMP member is involved and an individual is seriously injured or killed, or it appears that an RCMP member may have contravened a portion of the Criminal Code or other statute, and the matter is of a serious or sensitive nature.

The RCMP will continue to strive to be as open and transparent as possible and to be fully accountable for the actions of its employees.

Strategic Outcome 3: Quality Policing Support Services

Program Activity 3.1: Criminal Intelligence Operations

Program Activity Description: A national program for the management of criminal information and intelligence in the detection and prevention of serious and organized crime in Canada, or internationally as it affects Canada.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
59.8	62.4	61.3

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
569	506	-63

Expected Results	Performance Indicators	Targets	Performance Status
Enabling sustainable, intelligence-led policing	Percentage of partners who agree that RCMP Criminal Intelligence Operations makes an important contribution to intelligence-led policing in Canada	80%	Mostly met: 76% [41]
Providing comprehensive, real-time intelligence and threat assessments	Percentage of client satisfaction with Criminal Intelligence Service Canada's criminal intelligence products	80%	Not met: As CISC is undergoing a review process, no client satisfaction survey was conducted.
Delivering quality criminal intelligence	Percentage of partners who agree that RCMP Criminal Intelligence Operations provides intelligence products and services that meet their needs	80%	Mostly met: 65% [42]

Performance Summary and Analysis of Program Activity

Criminal Intelligence is an integral part of law enforcement operations and is focused on the provision of comprehensive, timely assessments of criminal organizations and their activities. The overarching goal is to provide actionable intelligence aimed at more effectively controlling, reducing and preventing serious and organized crime, in all communities across Canada and internationally as it affects Canadian interests.

Criminal Intelligence supports the RCMP's strategic priorities and directly supports the federal and contract policing strategic outcomes as well as the strategic and operational priorities of the Canadian law enforcement community. Criminal intelligence analysts and intelligence officers provide strategic and tactical intelligence and work with investigators in specific program areas. In 2010-11, senior executives within Criminal Intelligence worked with

[41] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.
[42] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.

government agencies and international partners to promote strategies that will expand the identification and sharing of information on transnational organized crime and other criminal groups to enhance public safety.

The RCMP uses an intelligence-based approach to operations to assist in the development and implementation of effective public policy, crime reduction and prevention strategies. The Chief Criminal Intelligence Executive Sector strengthens criminal intelligence by administratively aligning RCMP Criminal Intelligence with Criminal Intelligence Service Canada (CISC), which represents the wider law enforcement community [43]. The Sector enables sustainable, intelligence-led policing by delivering quality criminal intelligence; expanding and sharing the criminal intelligence knowledge base; building and strengthening new and existing partnerships; and envisioning, developing and enabling the use of technology and information management.

Information management/information technology is one of the most significant enablers of an intelligence-led policing program. The RCMP is developing an information management/information technology strategy to examine how criminal intelligence is collected to support the expansion and sharing of the current knowledge base. It is also exploring tools such as geospatial mapping and data mining, developing new analytical tools and revising the assessment of criminal activity and its impact on Canada. Finally, the RCMP is developing a criminal intelligence foundation course and a human resource strategy, and is establishing a centre for criminal intelligence research and innovation.

Although not part of the Chief Criminal Intelligence Executive Sector organizational structure, National Security Criminal Investigations has three distinct intelligence units that work closely with analysts in RCMP criminal intelligence and the security and intelligence communities:

1. **Strategic Assessment:** conducts analysis of the strategic environment in order to provide an in-depth understanding of issues that may affect the RCMP. The focus of the Strategic Assessment is the global political, economic and social context from which threats to the national security of Canada emerge (e.g., radicalization to violence).
2. **Critical Infrastructure Criminal Intelligence Team:** works with national and international partners in acquiring and sharing intelligence to prevent, detect, deter and respond to potential criminal threats to Canada. It produces criminal threat, risk and intelligence assessments, as well as indications and warnings related to physical and cyber threats to critical infrastructure through comprehensive analysis, research and evaluation of information from a variety of classified and open sources. The team also participates in joint threat, vulnerability and risk assessments with public and private sector partners. Criminal intelligence products include Operational Series, Situational Intelligence Briefs, Criminal Intelligence Briefs, Criminal Intelligence Bulletins and Criminal Intelligence Assessments.
3. **Counter Terrorism Information Officer:** an initiative designed to provide individuals (including first responders such as fire, police officers and emergency medical services personnel) with terrorism awareness training that draws upon the expertise of various areas within the RCMP. With this knowledge, the Counter Terrorism Information Officer is able to inform and educate others within his or her workplace, thereby enhancing awareness and operational preparedness relating to terrorism. The goal of the initiative is to increase national security awareness in first responders across the country so they can identify national security threats at the earliest possible stage. Early detection is vital to the prevention of terrorism. There were seven Counter Terrorism Information Officer training sessions during the reporting period, with 200 people receiving training.

Lessons Learned

In recent years, policing in Canada and abroad has undergone significant changes reflecting the transformations taking place in society through such factors as advancements in technology and communications, demographic shifts, and the evolution of transnational criminal and terrorist criminal networks. In order to narrow the gap between its current and desired state of operations, the Chief Criminal Intelligence Executive Sector counts on its strength of providing innovation and on its ability to address multiple requirements from its partners and stakeholders. More robust methodologies are also being implemented for budget forecasting and tracking resource demand by activity. These measures will improve the decision-making process and will foster the development of future projects.

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[43] CISC's results are outlined under the National Police Services Program Activity.

Program Activity 3.2: Technical Policing Operations

Program Activity Description: Technical Policing Operations provides specialized investigative and protective services and state-of-the-art technological tools and procedures to operational sectors in the RCMP and other law enforcement and government agencies on criminal activity. It also provides: physical and information technology; investigative and security services and associated research and development activities; chemical, biological, radiological, nuclear and explosives response; research and development; investigative analysis of criminal behaviour; operational Air Services; and policy development and application of departmental security.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
191.8	184.9	207 [44]

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
1,245	1,284	39

Expected Results	Performance Indicators	Targets	Performance Status
Develop and deploy the RCMP's technical capability and scientific policing methodologies and provide specialized investigative expertise and direction needed to protect the Canadian public from criminal activities	Percentage of RCMP partners who are satisfied with the services provided by Technical Policing Operations	60%	Exceeded: 73% [45]
	Percentage of partners who are satisfied with Technical Policing Operations tools and techniques provided to law enforcement agencies for: • Covert entry • High altitude surveillance • Investigations into technological facilitated crimes	80%	Exceeded: [46] • Covert entry – 83% • High altitude surveillance – 71% • Investigations into technological facilitated crimes – 82%
Timely and high quality scientific tools, techniques and information management technology	Number of consultations / requests received for forensic tests, polygraph tests and statement analyses	Maintain the capacity to meet the demand for Forensic, Polygraph and Criminal Investigative Analysis services [47]	Not met: 2,348 consultations/requests were received for 2010-11: • 886 polygraph tests completed • 1,131 forensic tests completed • 331 statement analyses completed
	Number of tactical queries conducted on the National Sex Offender Registry to assist law enforcement in the event of sexual offences	Increase of 10% over previous year's performance [48]	Exceeded: 271 tactical queries were conducted in 2010-11 on the National Sex Offender Registry

[44] Actual Spending exceeded Total Authorities in 2010-11, partly due to the requirement to cash manage certain items not brought in through Supplementary Estimates (C) as a result of the dissolution of Parliament. This included funding related to the long-term vision and plan of major capital projects and security measures at West Block and the Library of Parliament. The balance of the difference is related to capital purchases (moveable assets/radios) where the proportion of spending can vary annually across program activities.
[45] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.
[46] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.
[47] 2009-10 baseline: 6,853
[48] 112 in 2009-10

Performance Summary and Analysis of Program Activity

In June 2010, the RCMP demonstrated outstanding leadership and world-class technical capability during the G8 and G20 Leaders Summits. Nearly 20,000 RCMP and partner security personnel were directly involved in both summits, the largest deployment of security personnel in Canadian history. The electronic security systems implemented and managed by Technical Policing Operations contributed to the provision of a safe, secure and peaceful environment for the world leaders, delegates and the citizens of Canada while minimizing the impact of police security operations on the Summits.

In 2010-11, there was a significant drop in the number of consultations/requests for forensic tests, polygraph tests and statement analyses. Several factors caused this decrease, most notable among them being the reassignment of examiners to assist at the Vancouver 2010 Olympic and Paralympic Winter Games and the G8 and G20 Leaders Summits, as well as a reduction in troop requirements at the RCMP Depot Training Academy. In 2009-10, there were approximately 57 troops, while 20 troops went through Depot in 2010-11. As a result, Technical Policing Operations reduced the number of examiners by transferring six resources to provincial positions in 2011-12.

Lessons Learned

RCMP Technical Policing Operations is committed to and aligned with the strategic priorities of the RCMP. Its strengths are rooted in innovation and in its ability to address the multiple complex requirements of its clients and stakeholders. This includes partnerships forged with the law enforcement community, both on a national and international level. As with many areas within the RCMP, Technical Policing Operations was greatly affected by the G8 and G20 Leaders Summits in 2010-11; several Technical Policing Operations initiatives were heavily impacted due to the number of resources deployed to provide assistance.

As part of ongoing efforts to enhance operational efficiencies, in April 2010 the Canadian Police Centre for Missing and Exploited Children was realigned and now reports to Technical Policing Operations. Due to the operational nature of its work and the need for physical proximity to Technical Policing Operations, the decision was made not to physically relocate the Canadian Police Centre for Missing and Exploited Children to the new National Headquarters. Technical Policing Operations also realigned the Technological Crime Branch under the Technical Investigation Services Branch. The new Director General of the Technical Investigations Services Branch now has a similar role as a Criminal Operations officer in the field, and has line management and financial authority for the bulk of technical operational support programs.

Program Activity 3.3: Policing Support Services

Program Activity Description: Provides services in support of the RCMP's role as a police organization. The Sub-Activities included under the Policing Support Services Program Activity all report organizationally to other areas of the RCMP; as such, their performance indicators and planning highlights are included in those sections where appropriate:

- The Sub-Activities of the National Operations Centre and Policing Data Systems report to Community, Contract and Aboriginal Policing (see Program Activity 2.1). These areas are operationally reactive in nature, therefore their performance indicators are not of sufficient strategic importance to highlight.
- The Sub-Activity of Force-Specific Programs includes the Sub-Sub-Activities of the RCMP Depot and the Musical Ride, which fall under the Internal Services Program Activity reporting respectively to Human Resources and Public Affairs.

The RCMP has undertaken a complete review of its Program Activity Architecture, which was approved by the President of Treasury Board in August 2010 for implementation starting with the 2011-12 *Report on Plans and Priorities*.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
78.8	76.8	71.3

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
325	398	73

Program Activity 3.4: National Police Services

Program Activity Description: Contributes to safe homes and safe communities for Canadians by providing essential specialized investigational support services to law enforcement and criminal justice agencies through the provision of forensic analyses of criminal evidence, criminal records information, identification services, technological support, enhanced learning opportunities and collection and analysis of criminal information and intelligence.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
125.3	129.1	136.6 [49]

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
1,270	1,097	-173

Expected Results	Performance Indicators	Targets	Performance Status
Leading-edge policing and security technology	Percentage of partners who are satisfied with the effectiveness of RCMP technology and investigative techniques	80%	Exceeded: 81% [50]
Increased efficiency and effectiveness of policing	Percentage of targets met for the forensic laboratory system	80%	Mostly met (met with the exception of routine trace service requests) [51]
Timely and high quality scientific tools, techniques and information management technology	Number of files in the criminal records backlog	Elimination of the criminal records backlog in 2013, following completion of the Real Time Identification Project	Still in progress [52]
	Percentage of partners who are satisfied that the RCMP provides valuable support and service to the IM/IT community	80%	Mostly met: 71% [53]
	Percentage of partners who are satisfied that the RCMP is a valued leader in the development of IM/IT solutions for interoperability	75%	Mostly met: 68% [54]
	Number of jurisdictions from around the world utilizing the Child Exploitation Tracking System (CETS)	5% increase in users (baseline for 2009 = 41) Target: 43	Exceeded: 45 jurisdictions now utilizing the CETS.
High quality learning and training opportunities and support	Percentage of clients who indicate that they are satisfied on the Canadian Police College's client follow-up questionnaire	85%	Mostly met: 72% of respondents indicated strongly that the courses at the CPC were a good investment for their organization. A further 36% of respondents indicated strongly that they have observed positive changes in their work environment as a result of taking a course.

[49] As noted in the *Report of the Auditor General of Canada*, which is referenced in the Performance Summary and Analysis of National Police Services, historically its programs have not been adequately funded. This is therefore reflected in the 2010-11 Expenditures versus Total Authorities.
[50] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.
[51] Detailed breakdown of performance indicators and statistics for the forensic laboratory system are available under "Other Items of Interest" on the RCMP's website at: http://www.rcmp-grc.gc.ca/dpr-rmr/index-eng.htm
[52] As of March 31, 2011, there were approximately 380,000 files in the criminal record backlog (the equivalent of 1.4 million pages; each criminal record may contain multiple pages).
[53] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.
[54] The survey of policing partners was not administered in FY 2010-11. These results were obtained from a survey conducted in 2010.

Performance Summary and Analysis of Program Activity

In 2010-11, the RCMP National Police Services continued to focus its attention on improving delivery of forensic laboratory services. Forensic Science and Identification Services embarked on a transformation process including implementing a new forensic investigation process. This transformation incorporates a systems-based approach to forensic investigations, which provides more timely results and has improved the ability of Forensic Science and Identification Services to manage client demands. Initiated in the Atlantic Region in September 2009, the new Forensic Investigation Process was expanded in January 2010 to include Manitoba and Nunavut, and in June 2010 to include Alberta, Saskatchewan and the Northwest Territories. The results to date have been very promising: under the new process, the diary date for a routine DNA analysis has been set at 40 days. To date, the average turnaround times for a routine DNA analysis have met expectations with an average of 36 days in 2010-11. The challenge will be to sustain the model as the pilot expands to the final regions of British Columbia and Yukon in June 2011.

Performance indicators for all activities related to the RCMP's forensic laboratory system for 2010-11 can be found under "Other Items of Interest" on the RCMP's website at: http://www.rcmp-grc.gc.ca/dpr-rmr/index-eng.htm. This information is provided in response to the recommendation contained in the *Report of the Auditor General of Canada*, Chapter 7 – Management of Forensic Laboratory Services (May 2007) regarding the provision of performance information to parliamentarians. With the full implementation of the new Forensic Investigation Process expected by summer 2011, this will be the last year that performance for Forensic Science and Identification Services will be reported under two systems.

The RCMP demonstrated progress in information management technology initiatives designed to enhance interoperability and information-sharing among law enforcement agencies and public safety partners through large scale initiatives such as the Real Time Identification and the Temporary Residents Biometrics Projects. The Temporary Residents Biometrics Project, led by Citizenship and Immigration Canada, achieved Effective Project Approval in March 2011.

As of March 31, 2011, the National DNA Data Bank held 279,293 samples within the Convicted Offender Index and 64,504 samples within the Crime Scene Index. This has resulted in 18,539 Offender to Crime Scene Index hits and 2,467 Convicted Offender Index to Crime Scene Index hits. From its inception until March 31, 2011, the Canadian Integrated Ballistic Identification Network has accumulated a total of 2,334 hits, connecting firearms to crimes or linking crime scenes.

The Canadian Criminal Real Time Identification Services national repository of fingerprint and criminal record information holds approximately 4.4 million criminal records. In July 2010, Canadian Criminal Real Time Identification Services introduced necessary changes to the Canadian Police Information Centre system to ensure stricter standards for Vulnerable Sector checks and eliminated the potential for pardoned sex offenders to evade their criminal past by legally changing their name. These new requirements increased fingerprint submissions by approximately 5,800 percent.

In order to meet the increasing demand, the RCMP made enhancements to the Real Time Identification system in October 2010 to support the electronic submission of fingerprints for Vulnerable Sector checks. Police services that are authorized to obtain electronic responses receive a confirmation to the fingerprint submission in approximately two minutes when there is no match to a fingerprint holding as is the case in approximately 96 percent of checks. As of March 31, 2011, 24 police jurisdictions were authorized to electronically submit Vulnerable Sector checks to the Real Time Identification system (approximately 25 percent of all submissions). Going forward, the RCMP will continue to encourage major paper-based police contributors to acquire electronic fingerprint capture devices (Livescans) to access the Real Time Identification system and benefit from improved processing times.

Criminal Intelligence Service Canada shares criminal intelligence with Canadian law enforcement agencies to support their response to the threat of serious and organized crime. Criminal Intelligence Service Canada also produces many reports including the National Threat Assessment, the *National Criminal Intelligence Estimate*, the *Sentinel Watch List* and the *Report on Organized Crime*. In 2010-11, over 240 user agencies and 2,600 users were actively engaged with the use of the Automated Criminal Intelligence Information System, the national repository on serious and organized crime. For the same period, there were over three million transactions on the Automated Criminal Intelligence Information System, an increase of five percent from the previous year. In addition, there were almost 88,000 entries in the Automated Criminal Intelligence Information System, also representing an increase of five percent from 2009-10.

The Canadian Police Centre for Missing and Exploited Children, through the National Child Exploitation Coordination Centre, combats Internet-facilitated child sexual exploitation through the Child Exploitation Tracking System. It is used in 45 jurisdictions around the world and remains the primary cross-jurisdiction information-sharing tool used by child exploitation investigators in Canada. The Canadian Police Centre for Missing and Exploited Children is preparing approximately 20 Child Exploitation Tracking System "hash" servers for delivery to field Integrated Child Exploitation units to support forensic units in the pre-categorization of images. "Hash" servers contain unique alphanumeric codes (known as "hash" values) associated with digital files, including child pornography images. The use of Child Exploitation Tracking System "hash" servers

helps investigators identify new images, reduces the time required to review and categorize seized images, and expedites child sexual exploitation investigations. The Canadian Police Centre for Missing and Exploited Children continues to support existing and new units with hardware upgrades to facilitate the transition into the new functions within the Child Exploitation Tracking System.

The Canadian Police College contributes to police capacity to address increasingly complex and emerging criminal trends, particularly in the areas of organized crime, cyber-crime, explosives, Internet-luring, identity fraud, economic crime and Aboriginal policing, and provides executive and leadership development to better prepare tomorrow's leaders. In 2010-11, the training needs of the law enforcement community were met by the College through the provision of 187 sessions of more than 61 advanced and specialized police training courses and workshops to over 4,000 police officers and officials, domestically and internationally.

Lessons Learned

National Police Services provides a wide range of information and specialized services which support the broader law enforcement community and contribute to public safety. The efficiency and effectiveness of many aspects of law enforcement rely on the timeliness, accessibility and quality of these services, with National Police Services often the sole provider of these specialized services. While the RCMP continues to take steps to appropriately manage finite resources, expectations and demand for services from both law enforcement and the public sector are growing significantly and exceeding resourcing levels. The National Police Services Renewal and Sustainability Initiative, undertaken in 2009-10, is designed to enable the development of a comprehensive strategy for the future.

The *National Police Services Strategic Discussion Paper,* completed in March 2011, reviews the origins of National Police Services and the evolution of its specialized services. It describes the sustainability challenges that National Police Services faces, in particular around governance and funding. It recommends the establishment of a National Police Services National Advisory Committee which would provide strategic leadership of National Police Services and ensures that the services are able to meet the current and future needs of the law enforcement and criminal justice communities. This paper is currently being discussed by senior policy makers within the provinces and territories. Key stakeholder groups, including the Assistant Deputy Ministers Policing Issues Committee, the Canadian Association of Chiefs of Police, and the National Police Services Advisory Council, have been engaged and will continue to actively participate in the development of the strategic road map towards National Police Services Renewal and Sustainability. Preliminary discussions between Public Safety Canada and the RCMP have begun around the establishment of a new governance framework for National Police Services and details are being finalized in terms of the roles and responsibilities for this new committee.

Strategic Outcome 4: Minimized Risk of Firearms

Program Activity 4.1: Canadian Firearms Centre

Program Activity Description: Responsible for the delivery of licensing activities through federal Chief Firearms Officers operations, arrangements with other federal government departments, and the management of provincial Chief Firearms Officers roles and relationships; the operation of the Central Processing Site, the 1-800 call centre; maintenance and analysis of program performance data; management of the Program's information technology infrastructure and its interface with other databases; and overall support to public agencies and to law enforcement.

2010-11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
71.4	79.0	58.0

2010-11 Human Resources (FTEs)

Planned	Actual	Difference
420	357	-63

Expected Results	Performance Indicators	Targets	Performance Status
Promote public safety through the continuous screening of firearms owners	Number of known at-risk individuals who obtain a firearms licence	0	Met all
Promote public safety through support to front-line law enforcement organizations	Number of queries to the firearms database used by police services (Canadian Firearms Registry Online)	10% increase in queries from the previous year	Exceeded: Queries to the Canadian Firearms Registry Online by police services increased from the previous year totals by over 22% [55]
Promote public safety through firearms safety training	Number of participants in safety courses	100% consistent participation from year to year	Met all: The number of Canadians who participated in firearms safety courses remained consistent in 2010-11 (87,512 when compared to 2009-10 [86,552] [56])
Promote client awareness of Program requirements	Compliance rates for licence renewals	100% of individuals in possession of firearms renew their licences	Mostly met: Compliance rates were 83.9% for licence renewals by individuals in possession of firearms

Performance Summary and Analysis of Program Activity

The 2010-11 *Report on Plans and Priorities* indicated that the Canadian Firearms Centre, now operating as the RCMP Canadian Firearms Program, would focus on directly supporting firearms crime investigations and maintaining strong partnerships with police agencies in the prevention of firearms-related crime. The Canadian Firearms Program met or exceeded target levels, with the exception of the compliance rates for licence renewals, which were mostly met.

The Canadian Firearms Registry Online provides police agencies with real-time access to a searchable subset of the Canadian Firearms Information System, via the Canadian Police Information Centre system. It assists front-line police when responding to calls and conducting investigations, as it is searchable by name, address or firearms licence number of an individual, or the serial number or registration certificate number of a firearm. Law enforcement queries to the Canadian Firearms Registry Online database increased by 22 percent in 2010-11 from the previous fiscal year, to over 5.34 million.

The Canadian Firearms Program screens and monitors individuals and businesses that possess firearms through firearms licensing. This is operationalized by the activities of Chief Firearms Officers across the country. Effectiveness of preventing access to firearms for those who are known to pose a risk to public safety is measured against the number of firearms licence revocations and prohibition orders. A firearms licence issued by the Canadian Firearms Program is required to acquire or possess firearms.

The Canadian Firearms Program met public safety goals of ensuring that no individual retained their possession or acquisition privileges after their licence had been revoked or refused for public safety reasons, or after they had been prohibited from possessing firearms.

Another valuable public safety metric is the participation in firearms safety training. The number of Canadians who attended the firearms safety courses in 2010-11 remained consistent with 2009-10 totals. The Canadian Firearms Program continues to deliver firearms safety courses to Aboriginal communities through Aboriginal partners, to encourage the safe use and storage of firearms and to support overall safety within these communities. The Canadian Firearms Program continues to receive support from the law enforcement community, as demonstrated by positive feedback received in the RCMP's 2010 policing partner survey.

Lessons Learned

Outreach efforts with clear and consistent messaging to improve public awareness through the Canadian Firearms Program's website, pamphlet mail-outs and other communications vehicles are still required to describe the legal requirements of the *Firearms Act*, and to promote the safe use and secure storage of firearms by clients and stakeholders. Canadian Firearms Program clients may, in some cases, be unclear as to their obligations under the *Firearms Act* to renew expired licences, report stolen or lost firearms, or to advise the Canadian Firearms Program of a change of address, and to ensure firearm transfers are being completed when a firearm changes owner. These remain challenges which the Canadian Firearms Program will address.

Several initiatives have been undertaken by the Government to improve compliance rates, while the Canadian Firearms Program has promoted firearms safety and the services available to support law enforcement partners.

[55] From 4,361,983 in 2009-10 to 5,345,193 in 2010-11.
[56] Firearms safety course participants do not include totals from Quebec.

SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

Condensed Statement of Financial Position
As at March 31, 2011

($ millions)	% change	2010-11	2009-10 (Restated)
Total Assets	1.5%	**15,117.4**	**14,899.7**
Total Liabilities	1.4%	14,253.2	14,051.6
Equity of Canada	1.9%	864.2	848.1
Total Liabilities and Equity	1.5%	**15,117.4**	**14,899.7**

Condensed Statement of Financial Operations
For the year ended March 31, 2011

($ millions)	% change	2010-11	2009-10
Total Expenses	-1.8%	4,976.5	5,070.0
Total Revenues	1.4%	1,747.9	1,724.3
Net Cost of Operations	-3.5%	**3,228.6**	**3,345.7**

Condensed Statement of Financial Position

Comparative figures for Total assets and Equity of Canada have been restated for 2009-10, in accordance with new Treasury Board Accounting Standards (TBAS) requirements. Adopting the new TBAS rules required the addition of the Due from the Consolidated Revenue Fund (CRF) asset, which represents amounts that the RCMP can withdraw from the CRF to discharge liabilities without generating any additional charges against its authorities in the year of withdrawal.

The new Due from CRF asset represents $13,056.3 million (86.4%) of total assets, and accounts for $153.6 million of the overall $217.7 million (4.2%) increase in total assets. The remainder of the increase in assets can be attributed to increases in accounts receivable ($37.7 million), tangible capital assets ($23.9 million), and inventory ($2.5 million).

The year-over-year increase in total liabilities of $201.6 million (1.4%) is mainly attributable to the increase in RCMP Pension Accounts ($250.3 million), and a reduction in accounts payable ($76.3 million).

Condensed Statement of Operations

Total expenses decreased in 2010-11 by $93.5 million (1.8%). Expenses in 2009-10 were higher primarily due to the Olympic and Paralympic Games held in Vancouver in February 2010.

The increase in revenue of $23.6 million (1.4%) in fiscal year 2010-11 is mainly due to natural growth in the Community, Contract and Aboriginal Policing program.

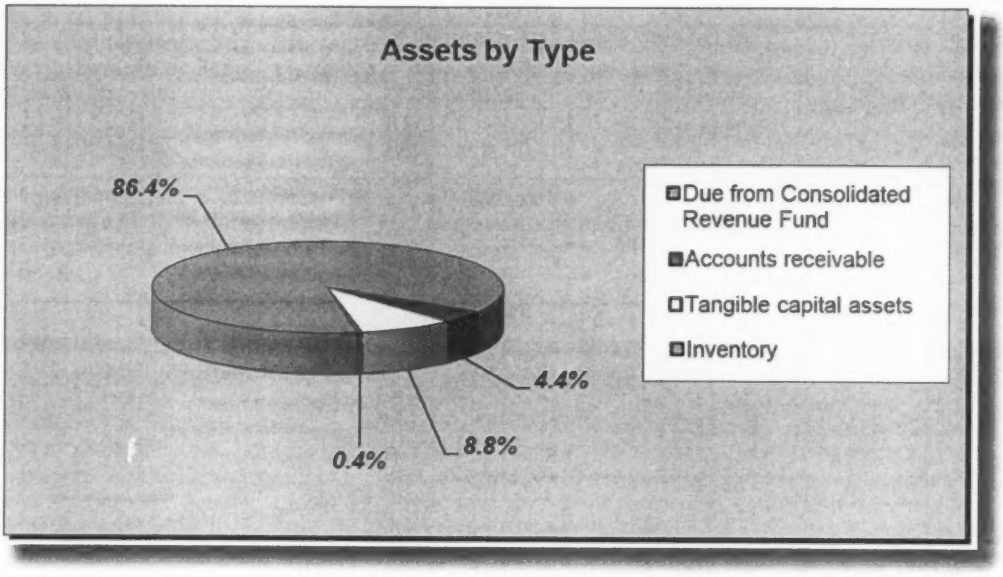
Financial Highlights Charts/Graphs

The charts below illustrate the distribution of each of the items in the Statement of Financial Position and the Statement of Operations.

Assets

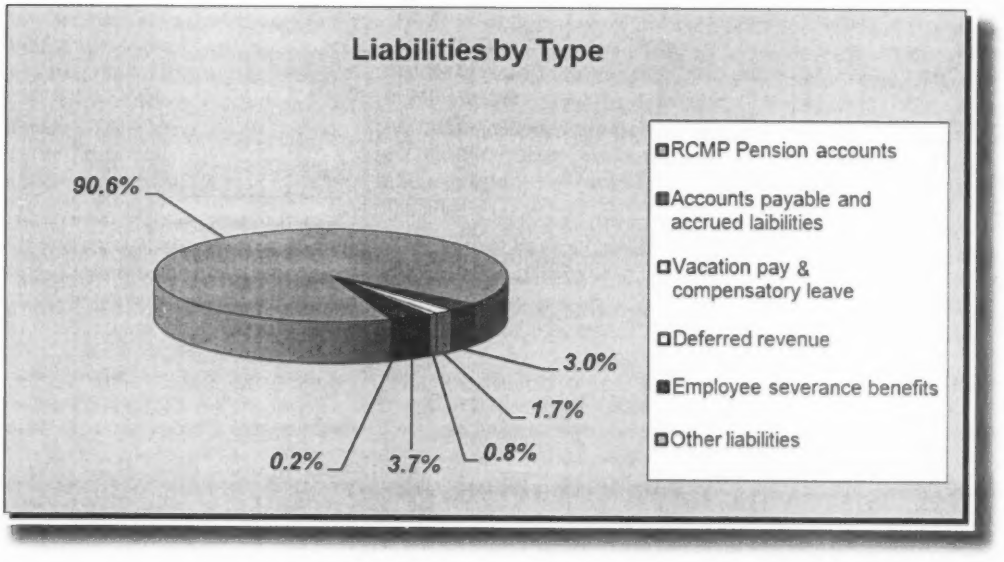
More than 86% of its total assets are comprised of amounts Due from Consolidated Revenue Fund, the vast majority of which represents funds available to discharge Pension and severance-related liabilities.

The balance of assets is comprised of tangible capital assets (8.8%), accounts receivable (4.4%) and inventory (0.4%).



Liabilities

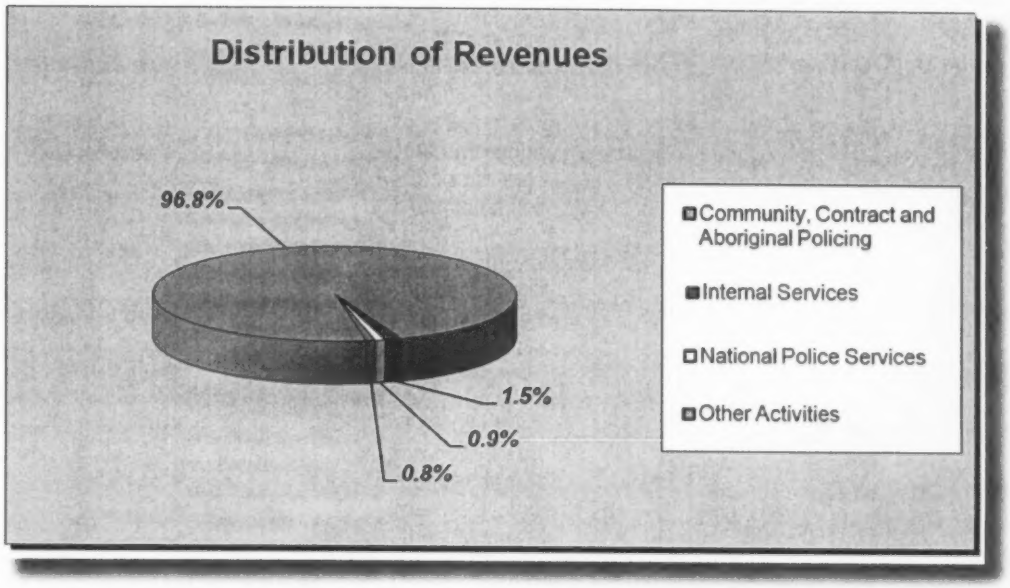
The RCMP's liabilities consist mainly of RCMP Pension Accounts (90.6%), accounts payable and accrued liabilities (3.0%), and employee severance benefits (3.7%).



Revenues

The majority of the RCMP's revenues of $1.69 billion (96.8%) were generated from the Community, Contract and Aboriginal Policing program, which contributes to safe home and safe communities by providing police services.

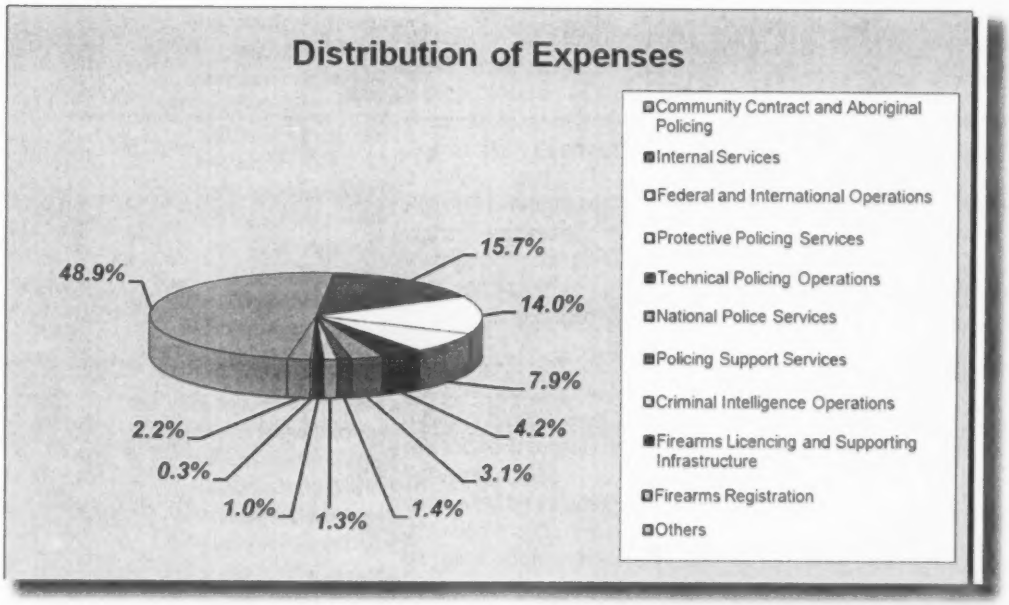
This revenue represents the contracting partners' share of these costs.



Expenses

The majority of the expenses ($2.435 billion or 48.9%) were related to the costs of the Community, Contract and Aboriginal Policing program, which contributes to safe home and safe communities by providing police services.

Approximately $780.5 million (15.7%) was related to Internal Services, which supports the needs of programs and corporate obligations of the RCMP.



Another $697.8 million (14.0%) was related to activities that contribute to Federal and International Operations while $393.6 million (7.9%) was spent on activities under Protective Policing Services. The other activities combined represent $669.5 million (13.5%) of total expenses.

Financial Statements

Financial statements are available on the RCMP's website at: http://www.rcmp-grc.gc.ca/dpr-rmr/index-eng.htm

List of Supplementary Information Tables

All electronic supplementary information tables found in the 2010-11 *Departmental Performance Report* can be found on the Treasury Board of Canada Secretariat's website at:

http://www.tbs-sct.gc.ca/dpr-rmr/2010-2011/index-eng.asp

- Details on Transfer Payment Programs:
    - Firearms
    - Injuries
    - Pensions
- Green Procurement
- Horizontal Initiatives:
    - 2010 Olympics Security
    - Investments to Combat the Criminal Use of Firearms
    - G8 and G20 Leaders Summits
- Internal Audits and Evaluations
- User Fees Reporting
- Sources of Respendable Revenue and Non-Respendable Revenue
- Status Report on Major Crown/Transformational Projects:
    - Real Time Identification
- Status Report on Projects Operating with Specific Treasury Board Approval

SECTION IV: OTHER ITEMS OF INTEREST

Organizational Contact Information

For inquiries about the RCMP *Departmental Performance Report*, please contact:

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Additional Information

All other items of interest in the 2010-11 *Departmental Performance Report* can be found on the RCMP's website at: http://www.rcmp-grc.gc.ca/dpr-rmr/index-eng.htm

- Performance Indicators for Management Priorities
- Four-year performance trend for Strategic Outcomes and Strategic Priorities
- RCMP Corporate Risk Profile
- Annex to the Statement of Management Responsibility including Internal Control over Financial Reporting
- Performance Indicators for Forensic Science and Identification Services (in response to the Office of the Auditor General)
- Financial Statements (Unaudited) of the Royal Canadian Mounted Police for the year ended March 31, 2010